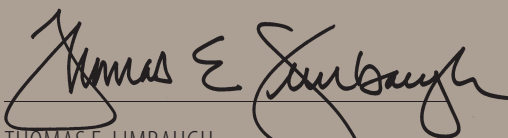


*Strategic Plan
for Fiscal Years Ending
June 30, 2009-June 30, 2014*


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IDAHO INDUSTRIAL COMMISSION





Introduction

The Idaho Industrial Commission's strategic plan is designed as a working document. The agency recognizes that circumstances will change during the term of this plan, which may create a need for revised objectives, strategies, and measures. As a result, the agency intends to periodically re-evaluate this plan.

The need for a strategic plan for the workers' compensation system and crime victims' compensation program is essential to ensure that both are meeting the needs of the people they serve. The Industrial Commission will continue its dedicated effort to communicate regularly with constituents, industry representatives, members of the legislature, and other interested parties as a means of ensuring the agency's goals and objectives are executed equitably, efficiently, and promptly.

As part of the strategic planning process for the agency, the Industrial Commission develops an annual business plan. The business plan identifies current key issues the agency is facing, and the specific plans to address those issues. The business plan can be found on the Industrial Commission's web site at: www.iic.idaho.gov/about_the_iic/business_plans/08_bp.pdf

Key External Factors

- Economic conditions of Idaho's business industry can cause the Commission's revenues to rapidly increase or decrease requiring constant adjustments and changes in agency operations.
- The escalating costs and complexity of medical services for workers' compensation injuries dramatically impacts the workers' compensation system and the Crime Victims Compensation Program.
- The aging workforce has a two-prong impact on Commission operations: First, it requires the need for ongoing succession planning within the agency, and second, the older workforce is statistically more prone to incur more frequent and severe workers' compensation claims.
- Rapidly increasing population and urbanization, and expanding culturally diverse communities have resulted in a significantly greater need for Commission services.
- The high cost of fuel and air travel is impacting the agency's budget and requiring more evaluation and planning for agency business that involves travel.
- The vibrant statewide economy has made it more challenging for the state compensation and benefit package to compete with private industry in recruiting and retaining qualified employees.
- Special interest groups representing the many facets of workers' compensation and legislative changes can significantly impact the functions of the Idaho Industrial Commission.
- Budgetary constraints proposed by the federal government could result in state and federal funding levels becoming insufficient to meet the increased demand for crime victim services.

Adjudication Division

FUNCTION: *Promotes the timely processing and resolution of disputed workers' compensation claims and medical fee disputes; provides an alternative method of resolving disputes through mediation; provides judicial review of unemployment insurance appeals from the Idaho Department of Labor; hears appeals from determinations made by the Crime Victims Compensation Program.*

Goals	Objectives/Strategies	Measurements
Provide timely, equitable, and consistent resolution of disputes arising out of workers' compensation, unemployment appeals, and crime victims' compensation cases.	<ul style="list-style-type: none">■ Issue workers' compensation decisions within an average of ninety (90) days following the date a case goes under advisement.■ Successfully resolve ninety percent (90%) of mediated issues.■ Issue ninety percent (90%) of decision for upper-level unemployment insurance appeals within forty (40) days following receipt of appeal.■ Increase external customer satisfaction with adjudication and mediation processes.■ Reduce the time between the request and the actual hearing.	<ul style="list-style-type: none">■ Monthly review of case management reports that reflect that the department is meeting performance objectives.■ Positive customer feedback.■ Positive input from the Industrial Commission's Advisory Committee.■ Less than ten percent (10%) of workers' compensation decisions appealed to the Idaho Supreme Court. Reduce the period of time between the request and the actual hearing.
Establish a medical fee schedule for inpatient and outpatient hospitals and ambulatory surgical centers that meets the needs of all parties involved in Idaho's workers' compensation system.	<ul style="list-style-type: none">■ Research other states and national studies regarding similar rules.■ Evaluate findings and recommendations of contractor vendor hired to provide information on the medical fee schedule.■ Receive input from the public and special interest groups on draft rule.	<ul style="list-style-type: none">■ Average time loss for injured workers maintains current level or is reduced.■ Workers' Compensation premiums remain stable.■ Medical fee disputes are reduced by 50%.

Compensation Division

FUNCTION: *Evaluates insurance carriers requesting to write workers' compensation insurance and employers requesting to become self-insured; endeavors to maintain adequate securities are on deposit with the State Treasurers Office to cover outstanding awards; enforces the insurance requirements of the Idaho Workers' Compensation Law; and ensures that workers' compensation benefits are paid properly and timely.*

Goals	Objectives/Strategies	Measurements
Improve the exchange of information between internal and external customers.	<ul style="list-style-type: none"> Enhance the public's access to information and understanding of the Commission's roles and responsibilities through a user-friendly web site. Develop an electronic document management system for Commission records. Implement a mandatory electronic record reporting requirement. Establish a work group to evaluate Employer Compliance processes and procedures. 	<ul style="list-style-type: none"> Statistical and research information available on the Commission's web site by end of calendar year 2009. Positive feedback from customers. Tracking page views and time spent on the Commission's web site. Number of hits (contacts) on the Employer Coverage Verification system. Records reported electronically by 2010. Work processes are streamlined, enabling contact with 10% more employers in FY 2010.
Enhance informational and educational opportunities for the public regarding Idaho's Workers' Compensation Law and programs offered by the Commission.	<ul style="list-style-type: none"> Continue to provide training and outreach programs on the insurance requirements of Idaho's Workers' Compensation Law. Continue offering on the Certified Idaho Workers' Compensation Specialist (CIWCS) Program statewide. Conduct an annual workers' compensation seminar for workers' compensation professionals. 	<ul style="list-style-type: none"> Conduct trainings for accountants and insurance agents throughout Idaho. Review of training program evaluations. Demand for training, and the number of trainees in attendance. CIWCS Program passes eighty-five percent (85%) of participants.



Rehabilitation Division

FUNCTION: *Assists injured workers in maximizing their medical recovery while facilitating a timely return to employment, which is as close to the worker's pre-injury status and wage that can be obtained.*

Goals	Objectives/Strategies	Measurements
Provide outstanding rehabilitation services to injured workers in the state of Idaho.	<ul style="list-style-type: none">■ Determine client's eligibility for services on a timely basis.■ Evaluate the physical demands of the time-of-injury position, and submit information to medical providers.■ Assist employers in retaining a well-trained work force.■ Minimize the effects of work place injury by returning workers to pre-injury wages.	<ul style="list-style-type: none">■ Time from referral to determination of eligibility for services is less than ten (10) days.■ Return sixty percent (60%) of cases to pre-injury employment.■ Monthly monitoring of the <i>Goal Oriented Performance Report</i>.■ Rehabilitated workers maintain at least ninety percent (90%) of their pre-injury status and wage.
Increase the number of injured workers that are referred for vocational services.	<ul style="list-style-type: none">■ Increase community awareness of services to employers and medical providers.■ Continue to shorten the period of time-loss of injured workers through facilitating a timely and successful return to work.■ Increase successful rehabilitations to injured workers.■ Maximize communication of services on Commission's web site and publications.■ Evaluate time-loss claims by county to determine needs for rehabilitation services.	<ul style="list-style-type: none">■ Review percentages of referrals from each group through the <i>Breakdown by Referral Source Report</i>.■ Monitor the <i>Rehabilitation Monthly Performance Indicator Report</i> for the number of cases rehabilitated after providing services.■ Review monthly <i>Time in Status Report</i> to determine time taken to move a case through each status and document successful return to work.■ Meet annually with referral sources for input on services.

Crime Victims Compensation Program

FUNCTION: *Provides financial assistance to victims of crime for health care and related expenses that are incurred as a result of criminally injurious conduct. The program also pays for sexual assault forensic examinations authorized by law enforcement.*

Goals	Objectives/Strategies	Measurements
Enhance and diversify funding sources to meet increased demand for services, and provide both short and long term financial stability.	<ul style="list-style-type: none"> ■ Increase funding mechanism by raising fines on in-state criminal convictions. ■ Enhance recovery efforts through the acceptance of credit cards, garnishment of wages and accounts, and the seizure of assets. ■ Review budget expenditures every two months and adjust reimbursement levels accordingly. 	<ul style="list-style-type: none"> ■ Misdemeanor fines increased to thirty-five dollars (\$35) per conviction by FY 2010. ■ Ensure that program expenditures are within appropriated budget. ■ Felony fines increased to seventy-five dollars (\$75) per conviction by FY 2010. ■ Sexual related offense fines increased to three-hundred dollars (\$300) per conviction by FY 2010. ■ Increase restitution recovery by thirty percent (30%) by end of calendar year 2009. ■ Accept credit card payments for fines by end of calendar year 2009.
Respond effectively to increases in demand for victims' services, and community education programs.	<ul style="list-style-type: none"> ■ Enhance outreach activities and community presence. ■ Identify alternative medias to promote community/public education opportunities. 	<ul style="list-style-type: none"> ■ Review of monthly and annual management reports to evaluate timeliness of responding to requests for services and other statistical data.
Pro-actively administer benefits available in an efficient, timely, and customer friendly manner.	<ul style="list-style-type: none"> ■ Provide proactive services to recipients to ensure utilization of services. ■ Utilize technology to streamline internal processes and increase productivity. 	<ul style="list-style-type: none"> ■ Collect supporting documentation within forty five (45) days from receipt of application. ■ Program eligibility is determined within thirty (30) days from receipt of supporting documentation. ■ Review of monthly case management reports. ■ Claimant surveys to evaluate efficiency and effectiveness of services. ■ Positive input from service providers and referral services. ■ Benefit utilization is maintained at seventy percent (70%).



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